THE DO'S CORNER

Though I've only been serving as your Director of Operations for a few short months, I already know that I'm working with true professionals, volunteers and employees alike. My staff and you, the dedicated volunteers, are working many issues that will provide a strong foundation for our future – and I definitely appreciate it. It is truly a baptism by fire to take on the position of DO at a time like this, but we definitely have many talented people in the right positions to make things happen for CAP. From supporting the Olympics with over 500 hours of aerial reconnaissance and airborne video imaging, to the development and implementation of many online tools like the flight management system discussed on the last few pages of this edition, to the vast effort planning for our new homeland security mission, it is easy to see that we have an outstanding team. I'm proud to be serving as your DO at this critical juncture in our history. Keep up the good work, and don't be afraid to contact me, or any member of my staff if you have a problem that you need help with. And finally, please "use common sense" in all that you do – our safe mission accomplishment is my # 1 priority.

John A. Salvador
Director of Operations

SAFETY   THE JOB ISN'T DONE UNTIL THE PAPERWORK IS COMPLETE

Most CAP members are familiar with CAPR 62-2 and the requirements to report and investigate all CAP mishaps. However, lately I've seen several trends in reporting that can have serious effects on our mishap prevention efforts. But, before I describe these trends and ask for your help in turning them around, let me briefly review the process.

The process of reporting and investigating CAP mishaps is relatively straightforward and is laid out cookbook-style in CAPR 62-2. Probably the most challenging task is determining when an aircraft "incident" crosses the threshold to become an aircraft "accident" in the substantial damage category. The subtleties are found in CFR, Title 49, Chapter VIII, Part 830, which I have conveniently attached to CAPR 62-2. If you're ever in doubt about whether or not the damage is "substantial", contact the local FAA Flight Standards District Office and they will send out a representative to make the determination.

Immediate notification of accidents, which involve substantial damage, serious injury or death, has been greatly simplified with the 24 hour National Operations Center toll-free number - 888-211-1812. Notification for less serious mishaps should be accomplished within 48 hours of the mishap using the CAPF 78. The National Operations/Safety fax - 334-953-6342 - is probably the quickest way to submit these forms. For the most part, initial reporting is timely and accurate. However, some show up occasionally with incomplete information or a very vague description of the mishap. Probably the two most important pieces of information are the name of the person completing the report and their phone number, in case there are questions.

After notifying everyone that the mishap has happened, the real work begins. Now comes the investigation - interviews, photos, pilot and aircraft records, etc. Once the facts have been gathered, a thorough analysis must be conducted to produce the document that contributes most to mishap prevention, the CAPF 79, CAP Mishap Investigation Form. Unless directed otherwise by the CAP General Counsel, this document is required for all mishaps and is due 35 days after the mishap. As the report is written, the investigator should identify findings and causes. The International Society of Air Safety Investigators defines findings as "all significant conditions and events, causal and non-causal, found in the investigation." Findings are typically a list of the investigator's conclusions listed in chronological order. This logical progression of relevant events makes identifying causes much easier. Causes are findings, which singly or in combination with other causes, resulted in the damage or injury that occurred. A cause can be a deficiency, an act, an omission, a condition or a circumstance that either starts or sustains the mishap sequence.

The point of doing an investigation is to prevent the mishap from reoccurring by correcting the deficiencies that allowed it to happen in the first place. Start by examining the causes and asking how they might be prevented. Keep in mind that recommendations must be feasible and cost effective or they will never be adopted. Because of the feasibility and cost variables, the investigator might not be the best person to make recommendations. It's perfectly acceptable to bring in subject matter experts to develop a recommended course of action to reduce or eliminate the deficiencies that were identified. If recommendations originate solely from the investigator, the people charged with implementation should review them for practicality before the report is final.

So, where am I going with all of this? Well, first I wanted to take the opportunity to emphasize the importance of timely and quality mishap reporting. Additionally, I'd like to ask commanders and safety officers to help ensure that CAPF 79s are not only accomplished in a quality manner, but also that they are up-channeled as required in CAPR 62-2. So far this fiscal year, 15 CAPF 79s from 18 mishaps have not been received! Without mishap follow-up, we can't adequately address the situations causing us problems. In short, these mishaps will continue to plague us, unless we turn this trend around.

DRUG DEMAND REDUCTION   **DDR LIBRARY**

All wings should now have their own DDR library consisting of VHS videotapes and a series of 15 different pamphlets on substance abuse. Pamphlet refills are available from HQ CAP/DOD.

DDR WEB PAGE

The DDR web page has met with great success. We suggest that you check the website at least once a week. New things are being added all the time. If you have any suggestions or something you would like to see on the site, let us know by e-mail at: ddr@capnhq.gov. The website address is: http://www.capddr.com.

DDR INFORMATION SYSTEM

Four wings and 8 squadrons will test the Drug Demand Reduction Information System (DDRIS) in the next few weeks. Once the system is ready, information that is contained in several written reports now, will be able included in the system. The system should be available for everyone by the end of April or early May. DDR NHQ will notify the Region DDRCs and the Wing DDRAs when the system is up and running.

EMERGENCY SERVICES   **ES CURRICULUM PROJECT**

We have received a lot of requests to be involved, and we appreciate that, and have been contacting those units interested. If your unit is interested in being a part of the curriculum test, contact the project coordinator, John Desmarais, at National Headquarters. John can be reached via phone at (334) 953-4228 during duty hours, or anytime via fax or e-mail at (334) 953-4242 and jdesmarais@capnhq.gov respectively. For additional information on the curriculum project you can also check out the project web page at http://www.capnhq.gov/nhq/do/dop/escp1.htm. The web page has several items of interest like a current listing of working group representatives, scheduled Train-The-Trainer (TTT) Courses and graduate lists, monitored instructors, Mission Essential Task Lists and Annual Re-currency Task Lists, and the project summary and timeline.

Phase one materials are available for download from our web site at http://www.capnhq.gov/nhq/do/dop/ESCP8.htm.

NATIONAL SAR SCHOOL

The Inland SAR Planner Course is an excellent opportunity to greatly enhance one's SAR mission management skills. The course is designed for approximately 24 people with six slots for CAP members. This is not a walk-in class. HQ CAP/DO coordinates the six CAP slots, and the other positions are filled with state and local people. Primary CAP attendees should be incident commanders and incident commanders-in-training. Members with other ES qualifications fill-in as slots are available. Pilots are also needed to provide the airpower perspective. The more ES experience a member has, the better the chance of being selected to attend the class. It is very important to **look way ahead and apply early**. We have to submit names of attendees to the SAR School 45 days in advance. When you are committed to attend, submit a CAPF 17 through channels, but also send us a copy by fax (334-953-6342) or notify us by e-mail at dos@capnhq.gov with name, address, and phone numbers. The following courses for FY02 have openings.

Dates	Location	Application Deadline
3 – 7 June 2002	Virginia – USCG Training Center Yorktown	15 April 2002
5 – 9 August 2002	Virginia – USCG Training Center Yorktown	17 June 2002

The FY03 course schedule has not been announced yet, but should be available in late spring, and will be posted in future editions of the Ops Brief.

NATIONAL EMERGENCY SERVICES ACADEMY

Numerous applications for each of our schools being conducted at the 2002 National Emergency Services Academy (the

National Ground Search And Rescue School (NGSAR), the Mission Base Staff School (MBSS), and the Mission Aircrew School (MAS)) are arriving every day. Primary slotting is complete, and acceptance packages have been mailed for those initially slotted. We are now working on slotting late applicants on a first come- first served basis for any remaining slots we have, so if you are interested in attending, apply as soon as possible. For more information, contact the Academy Director, Major John Desmarais, via phone at 334-953-4228 or via e-mail at jdesmarais@capnhq.gov or check out our web site at: http://www.homestead.com/ngsar/home.html. Approved applications can be faxed to 334-953-4242 – remember we can't slot you unless your unit and wing (or region) commander or their designees have approved your application.

EMERGENCY SERVICES TECHNICAL SPECIALTIES

With the issuance of CAPR 60-3, technical specialties in emergency services were authorized, but with specific limitations. Remember, the regulation requires that the wing or region commander must authorize the personnel specifically in the outlined areas with the member's limitations on CAP missions. Additionally, copies of the authorizations must be faxed to the National Operations Center prior to personnel being utilized in these specialties.

CAP NATIONAL OPERATIONS CENTER

The CAP National Operations Center staff is here to support you. For many of CAP's national missions, the HQ CAP/DO or his representative must be in the loop. Additionally, we can often assist in coordinating support for major missions that you might have. If there is a serious operational problem that we can assist you with or that you must contact the DO shop about, please call us at 1-888-211-1812 (Emergencies Only). The CAP National Operations Center can also be reached via fax at 334-953-6342/4242 or via e-mail at opscenter@capnhq.gov.

NEW CAPT 116 – WHO TAKES THE LAST 50 QUESTIONS?

Several personnel have contacted us to find out if they need to complete all 100 questions of the new CAPT 116 or not, even if they are not in a mission base staff specialty. The answer is yes – all ES personnel must complete the entire CAPT 116 (all 100 questions) with one exception. Unless you have already completed 100 Level Incident Command System (ICS) training with CAP or another appropriate agency like FEMA or your local Office of Emergency Management and have documented proof of completion like a course certificate, you must complete questions 51 through 100 of the new CAPT 116. Paper versions of the CAPT 116 should be available from your unit's testing officer, or you can take the CAPT 116 online at: http://www.capnhq.gov/nhq/es/tests.html along with the other Operations Online Examinations.

STAN-EVAL CHECK PILOT EMPHASIS ITEMS & TREND ANALYSIS

Check pilots we need your help with a few emphasis items. We are seeing a rash of ground operation incidents. Pay particular attention during your evaluations to cockpit and crew resource management, taxi operations, and ground handling operations.

Along the emphasis items area, we have just completed gathering check ride trend analysis data from across CAP. The requirement to gather this data came from the Statement of Work, an agreement between the Air Force and CAP. The gathering of this data will be an ongoing semi-annual requirement and we are already seeing wing supplements to CAPR 60-1 addressing local methods of capturing the data. Once we at headquarters have the data, we will look for trends in our flying program and report those trends back to you in the form of emphasis items for training and evaluation.

CAPR 50-11

CAPR 50-11, Flight Clinics, is nearing approval. The revision, pending approval, will take the current reimbursement from $20 per individual to $40 per individual with an additional $5 per participant to assist the hosting unit with administrative and other hosting costs. The revision process is a lengthy one, so knowing exactly when the new regulation will be published is hard to say, but it has finished headquarters coordination.

COMMUNICATIONS CAP EQUIPMENT DATA IN USAF LMR DATABASE

HQ CAP Communications reports the first stage of the project to automate uploading of CAP communication equipment data into the Air Force Land Mobile Radio (LMR) management database has been completed. The NTC's Mark Kunkowski successfully accomplished this project when many said it could not be done. Once the upload process is complete, we will have an operational and fully automatic link between our database and the Air Force database. This seemingly small yet significant step means that CAP's LMR requirements will now have greater visibility in the Air Force. This will translate into more opportunities to obtain the funding we need for new federally compliant radios. We greatly appreciate the outstanding support our Air Force partners provided for this critical project.

AIRCRAFT FM RADIO UPGRADE

For the last three years HQ has been working to upgrade the FM radios in our aircraft fleet in accordance with the current and future requirements of the NTIA as well as those of the FAA. This project began with the selection of the NPX-138 made by

NAT and nearly half the fleet has been retrofitted with this radio. However, we still have serious holes in our fleet that we are attempting to address as quickly as possible. Recognition of the current inadequacies is what resulted in the NEC action this past November to amend the compliance deadline adding two years to the life of the radios in many corporate aircraft.

However, in addition to the NTIA and FAA requirements, we are now in receipt of a directive from the Office of the Secretary of Defense telling all units operating in our frequency band to purchase digital capable equipment as we are preparing for the narrowband mandate. We are currently inquiring through the AF to determine to what extent this directive applies to our member-owned equipment but it clearly appears that it does apply to our corporate aircraft retrofit programs utilizing appropriated funds.

For this reason we have had to cease any further procurement of the NPX-138 since it is analog only. HQ CAP/LG is currently in the process of searching for a replacement radio for this program that will meet all the applicable requirements. A request for proposal (RFP) was released last month to industry and proposals have been received from a number of manufacturers who either have a digital solution on the market or have one planned sometime in the future. The reply period is nearly over and we hope to select a radio in the very near future so we can get the aircraft FM upgrade program back on track to meet the NEC two-year extension.

COUNTERDRUG & HOMELAND SECURITY   PROGRAM UPDATE

The later part of February CAP received confirmation that it would receive the full level of funding programmed for counterdrug operations ($1.462 M) from the Deputy Assistant Secretary of Defense for Counternarcotics. CAP also received $1.5M Congressional add for counterdrug operations in the FY02 Defense Appropriations Bill. The total budget for CAP counterdrug operations is $2.962M. Counterdrug training missions are now being approved so send your training requests to Sandie Gaines, Counterdrug and Homeland Security Operations. We are still planning to hold the Counterdrug Committee Meeting and Counterdrug Officers Training Conference in the next few months. CDOs – please provide us your inputs on what type of training you would like us to provide at the conference.

Representatives from HQ CAP, CAP National Staff, CAP-USAF and the Air Staff met on 21 and 22 February to develop an Air Force Auxiliary Homeland Security Concept of Operations (CONOPS). This working group developed a broad Homeland Security CONOPS for CAP. Brig Gen Bowling briefed the Air Force Auxiliary Homeland Security CONOPS 2002 to National Board on 1 March and received unanimous approval for adoption. We are planning a follow-on workshop to flush out the broad HS CONOPS to define what CAP intends to do and how CAP is going to do it. As we go forward with this process, CAP needs to define what infrastructure requirements are needed to support homeland security operations long term. We need inputs from the operations and communications experts in the field to determine the requirements necessary to sustain homeland security for the next several years. Inputs may be sent to John Kittle, Chief, Counterdrug and Homeland Security, via e-mail: kittlej@hoffman.army.mil or via fax: (703) 325-7386.

USEFUL WEB SITE

http://www.capnhq.gov/nhq/clc/Natl%20Level%20MOU's.htm

This is the CAP General Counsel's web site listing all current National MOUs. We receive lots of questions about where members can get copies of the latest National MOUs, and this is the most up-to-date reference.

Do you have a useful web site that you think others should know about? Please send us the link.

ON THE LIGHTER SIDE

Stuff old aviators will remember and young aviators should memorize and live by.
- Keep the aeroplane in such an attitude that the air pressure is directly in the pilot's face. - Horatio C. Barber, 1916
- When a flight is proceeding incredibly well, something was forgotten. - Robert Livingston, 'Flying The Aeronca'
- The only time an aircraft has too much fuel on board is when it is on fire. - Sir Charles Kingsford Smith
- If you can't afford to do something right, then be darn sure you can afford to do it wrong. - Charlie Nelson
- Never fly the 'A' model of anything. - Ed Thompson
- Never fly in the same cockpit with someone braver than you. – Richard Herman Jr.

Send us your funny stories, pictures or cartoons so that everyone can enjoy them – we could all use added humor in our lives.

Flight Management System (FMS)

A national level flight management system consisting of five (5) modules is partially deployed and available for use by the field. The five modules include:
- Qualification and certification
- Flight release
- After-flight reporting
- Reimbursement interface
- Decision Support/Reporting

The system will eventually embrace much if not all of the functionality seen in field-grown systems such as the WMU and paperless wing type systems. We are making every effort to permit import of data currently collected by these field systems. Continued use of field developed systems, for the time being, is encouraged until unit transition to the NHQ system modules.

CAP NHQ is not trying to automate our old processes. We are first and foremost trying to streamline the processes and then take advantage of automation capabilities. The field systems did not have this luxury, so with the process changes there will be differences in what you see in the field systems verses the NHQ developed products. Along with development of national data collection, analysis, and reporting tools, we are also working on a mirror web site capability that will assist in providing 24X7 availability of online information and transaction processing capability.

The first three (3) modules are deployed and ready for field use; however, much development will continue over the next many months beyond that. We intend to have both web (now) and phone (follow-on) database interface capability for flight release and reporting transactions. Associated reports and analysis features will also appear on a continuing basis. Expect to see additional development updates as we move ahead.

To give you an idea of features available, here are features included in the pilot qualification/certification module.

- The database tables will maintain pertinent information relative to specific pilot/aircrew requirements necessary to participate in CAP flight activities.
- The data can be input by the pilot in question or someone designated by that pilot or designated by the unit commander.
- When necessary, data will be validated by a person designated by the unit commander
- Emails (if address is provided by the individual) will be sent when data is 1) validated, 2) as reminders at 90/60/30 day renewal points prior to expiration dates, and 3) as notices when a person becomes unqualified.
- Reports will be sent monthly to functional managers/commanders highlighting people in the 0 to 90 reminder periods and those people that have become unqualified.
- The computer will automatically adjust due dates and levels of entries such as medicals, when renewal dates pass without action.
- Anytime, anywhere report availability via either online screens or to print as snapshots of individual or group information for use by commanders, FRO's, and incident commanders, etc.
- Data can be made available at any level showing any scope to handle integrated unit, wing, and region missions and activities.
- This data becomes the basis for flight release approval to include automated flight release when authorized.
- The system is setup to require a minimum of typing. For the most part, data input only requires selecting from a list of requirements and entering a completion date (which can be selected from a calendar icon) or selecting an aircraft type from a list. The renewal process merely requires the selection of the renewal item and again selecting the date.
- The system shows regulation references for each data category, and in the future, will provide the regulation text itself.
- The system will also replace the need for letters of designation, such as cadet orientation pilot, check pilot, and counterdrug pilot.
- A validation feature currently exists for data entered. For those things that need approval at one or more levels, an automated approval process will handle in-turn approval online.
- Several reports are available now with more being developed as the field makes their needs known.

The flight release module can be used online or it can be used to provide up-to-date hard-copy listings for use by FRO's, mission coordinators, etc, to see who is qualified to do what.

- The online system is setup to handle corporate or member-owned aircraft and will check both aircraft and mission qualifications and certifications to determine release status.
- The online flight release also minimizes typing entries by anticipating likely entries. For instance, when a person logs into e-services we already know who it is so when flight release is selected, the individuals name and other personal information is already filled in. If he/she owns an airplane (and the data was entered into the system previously) we anticipate that the member owned aircraft will be flown and that tail number is automatically entered. It can be changed if needed. If a member is going to fly a corporate aircraft, selection from a listing of wing aircraft can easily be chosen.
- Likewise, mission numbers are selected from a list. In the near future a regulation reference with actual text will be available to help in accurate mission type selection.
- The module allows several flights (legs) to be flown and different PICs on one release. This accommodates such missions as multi-day cross countries, etc.
- Co-pilot and non-pilot crew members can also be included in the online flight release.
- The system is setup to accommodate automatic flight releases for certain type missions if that concept is ever approved by CAP/CAP-USAF leadership.
- While the e-services permissions setup normally restricts data availability to wing data, the data for all wings is in a single integrated system and can be easily made available across wing/region lines whenever necessary.
- The flight release module will integrate with the aircraft module when that part of the LGS is finished, thus showing the aircraft/equipment status information, as well as the aircraft's suitability for a particular mission.

To extrapolate this scenario: The online or phone-in flight release starts the collection of flight event data (PIC, aircraft, mission type, date, etc.) in the database. At the close of the event, the remainder of the data will be entered through online screens or phone that allow for entry of all required data. Data entry screens will be geared to mission type. No duplicate data will be entered. For instance, entering cadet orientation data for tow aircraft and cadet syllabus information will build off the basic data already entered as part of the flight release or basic data entry process. A follow-on form 7 or 77 will not be required. The goal is a one-time entry soon after a flight event that meets the needs of operations, logistics, finance, cadet programs, outside agencies, and the numerous other reporting requirements. With data collected, the computer can then do what a computer does best – generate/provide the summary end-of-month reports, reminders to logistics that an aircraft is coming due on its inspections, provide NHQ what it needs to justify resources and the report to Congress, provide detail breakouts of reimbursements, and any number of other administrative and mission reporting and analysis functionality.

This is where we are headed. As said many times before, this won't just all of a sudden happen. There is a huge old-process mindset to overcome. Some duplication may be temporarily required. Extensive training to learn the new system and understand new policies and procedures is necessary. Unit level processing equipment and web connectivity must be acquired. And we face the daunting task of getting all the data that now resides only on paper into the databases that will drive the output requirements.

The carrots to make it all happen?

- More accurate, timely and readily available information with less time/work spent on administrative tasks.
- Better accountability and enhanced resource use that translates into better justifying our needs and securing our future.
- Being the progressive organization we are, a challenge worth pursuing with the prospect of a job well done

As organization leaders, please take every available opportunity to motivate your members into meeting these organizational goals and objectives. All suggestions are welcome as we move in this exciting direction. A lot of momentum already exists at the grass roots level. Together we can develop the tools best for CAP.

The above article was submitted by Mr. Paul Capicik, Director, Mission Support.